

Cleaning Up With SUCCESS

Utah OPS: Building on SUCCESS

Case Studies in a Regulatory Environment

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The Team Approach

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- Department and Division Director support
- Department SUCCESS Coordinator
- Division SUCCESS Coordinators



Department SUCCESS Committee

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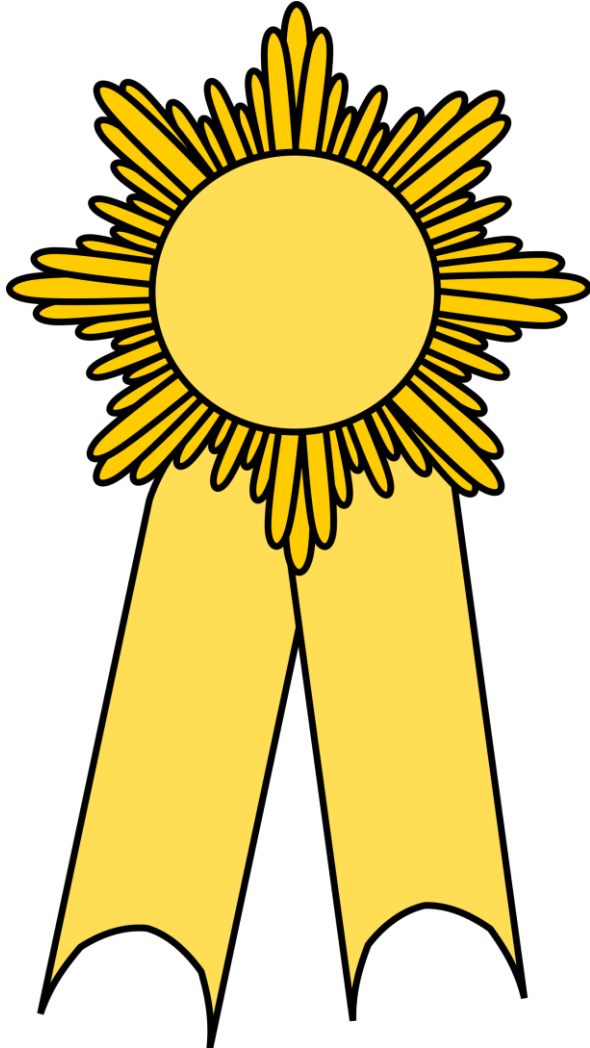
- Meet monthly
- Discuss common issues and challenges
- Vet project proposals
- Receive training
- Provide Division updates
- Cross pollination



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Results

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- 9 Systems in SMIS
- 1 System close
- Multiple improvement projects
 - Parking lot
 - Non-SUCCESS projects in process
 - Smaller or less quantifiable projects
- Quarterly report to Director

Underground Storage Tank (UST) Compliance Project

UST Compliance Background

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- Goal is to protect human health and environment by preventing leaks
- 4000 tanks at 1350 facilities
- Accomplished through:
 - Outreach
 - Compliance Verification
 - Enforcement

Finding Effective Measures

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- Challenges
 - Measuring non-impact on health and environment
 - How to count what didn't happen
 - Hundreds of measures of compliance
- Key Measures
 - Compliance=Protection
 - Significant Operational Compliance (SOC)



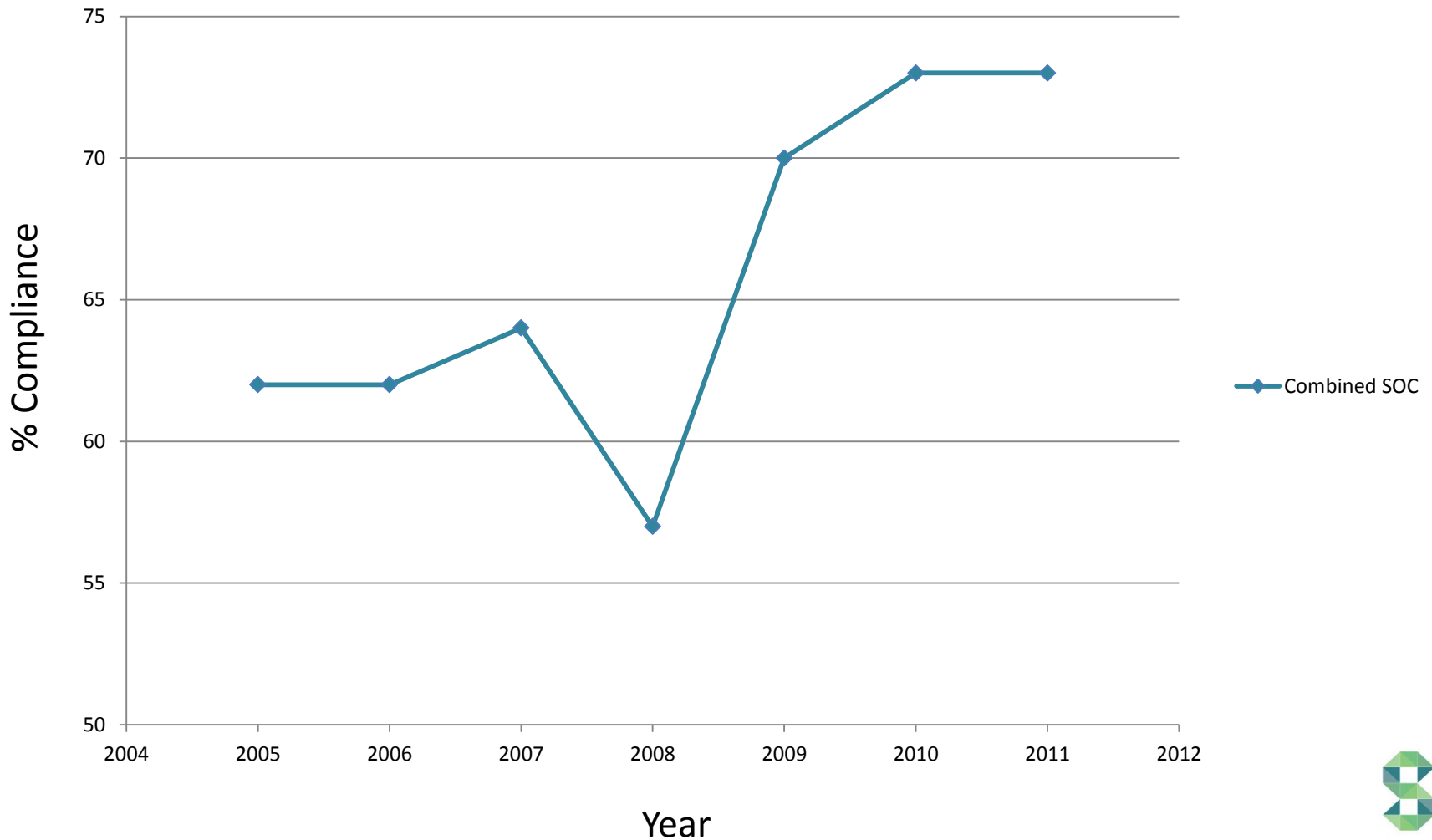
Identifying Process Improvement Opportunities

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- Effect of having a known measure (informal training)
- Reactive, not proactive, tank system operators
- Lack of knowledge
 - Requirements
 - Consequences
- Need for more formal training

Compliance Rates Through 2011

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Adapting for SUCCESS

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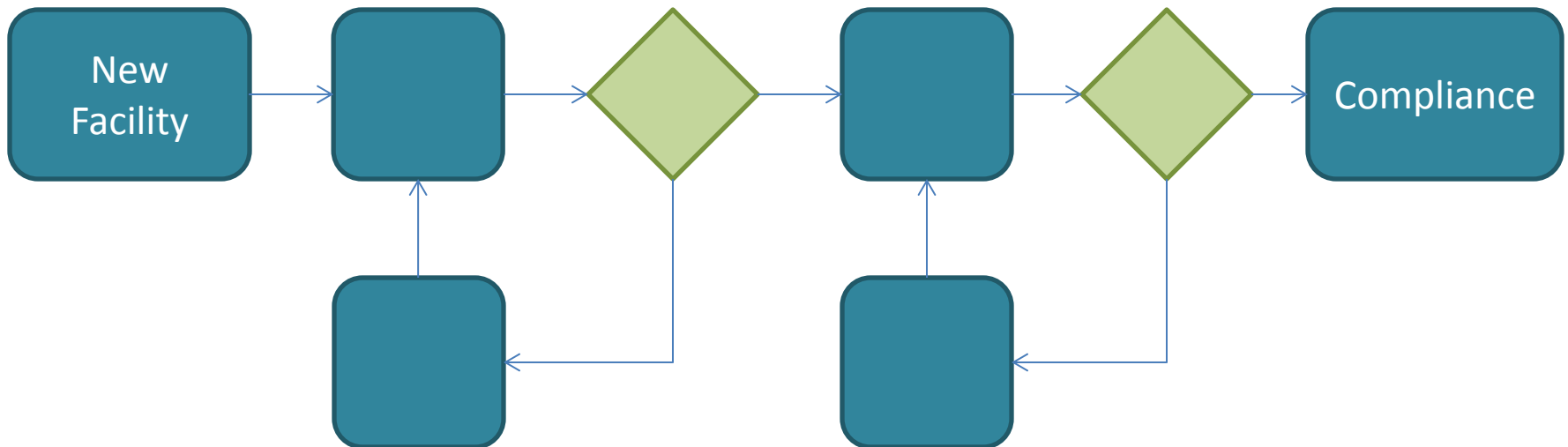
- Identified project team
- Involved Department SUCCESS Coordinator
- Leaned heavily on GOMB representatives
- Formalized evaluation
- Added elements and language of SUCCESS Framework



Mapping the System

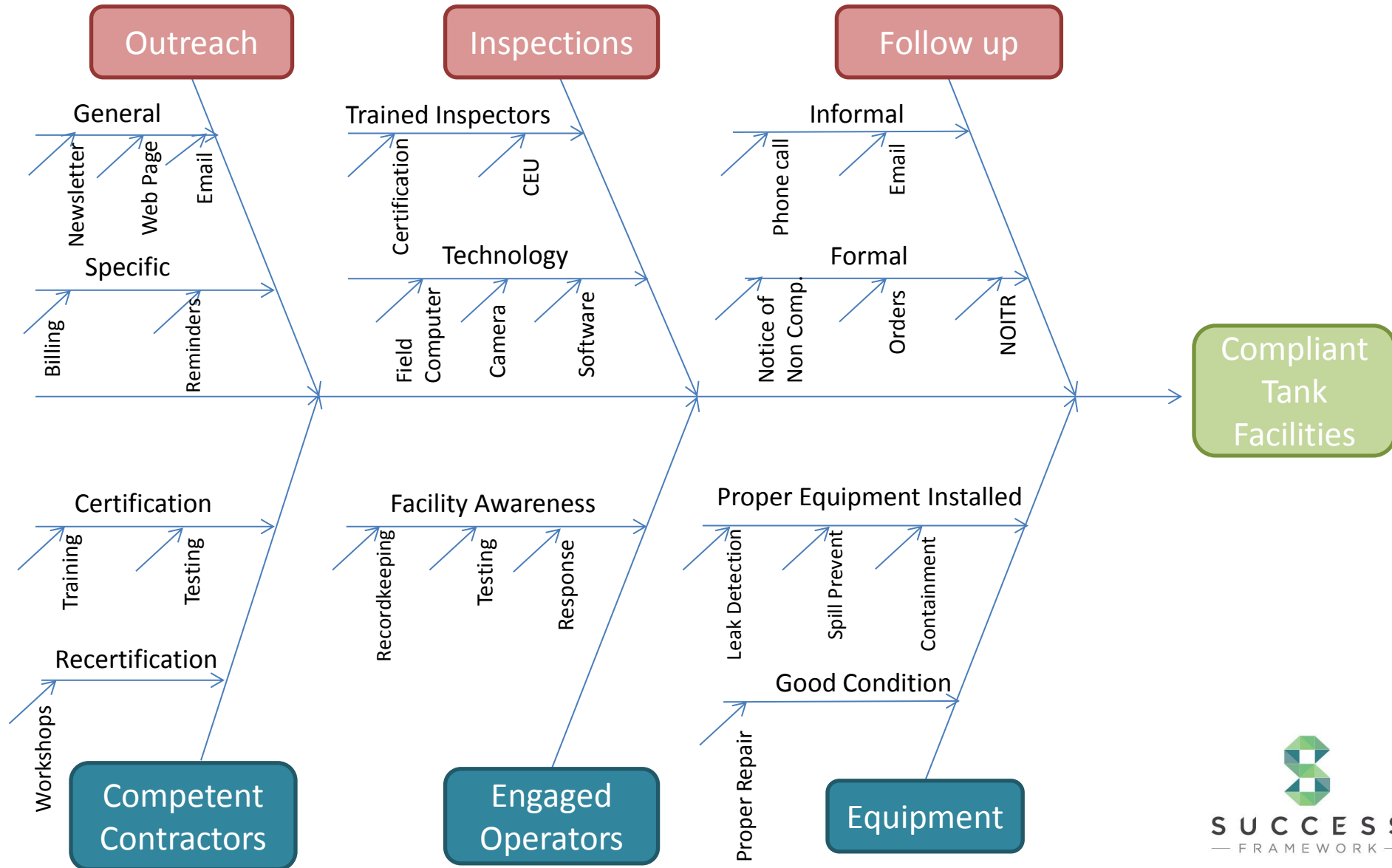
What We Hope to See

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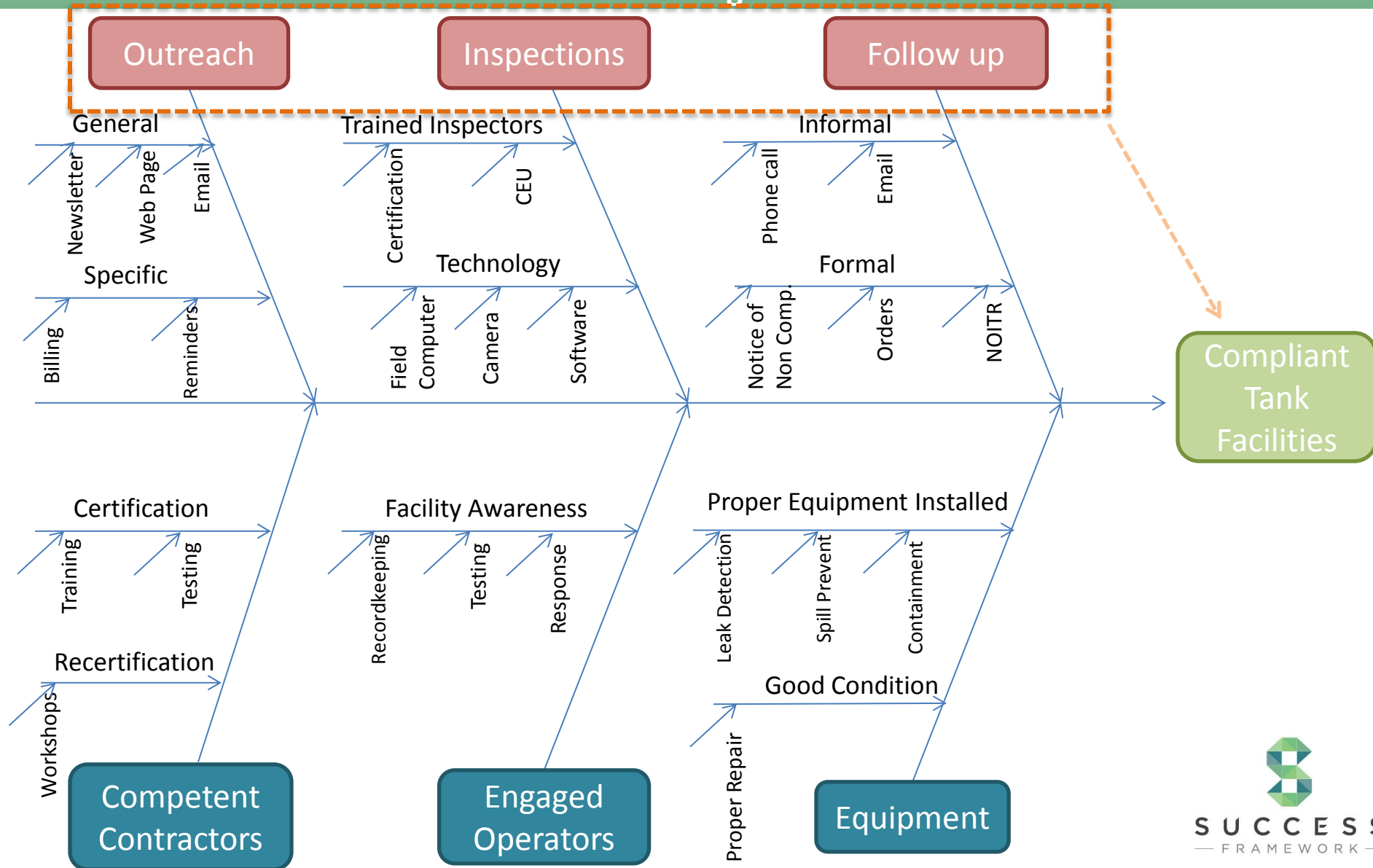
Non-Linear Reality

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Simplifying the System (Drawing a Box)

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Applying the Language of SUCCESS

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- Confirming Q
 - Most meaningful measure for the agency
 - Compliance rate
 - Where to measure in process
- Finding the right T
 - Inspections?
 - Represent the system
 - Big picture and big box
 - Number of facilities
- Identifying OE
 - Value of a “big box”
 - Unit codes dedicated to compliance
 - Function segregates charges of shared Unit
- Rolling year reporting
 - Seasonal inspections
 - Flatten spikes

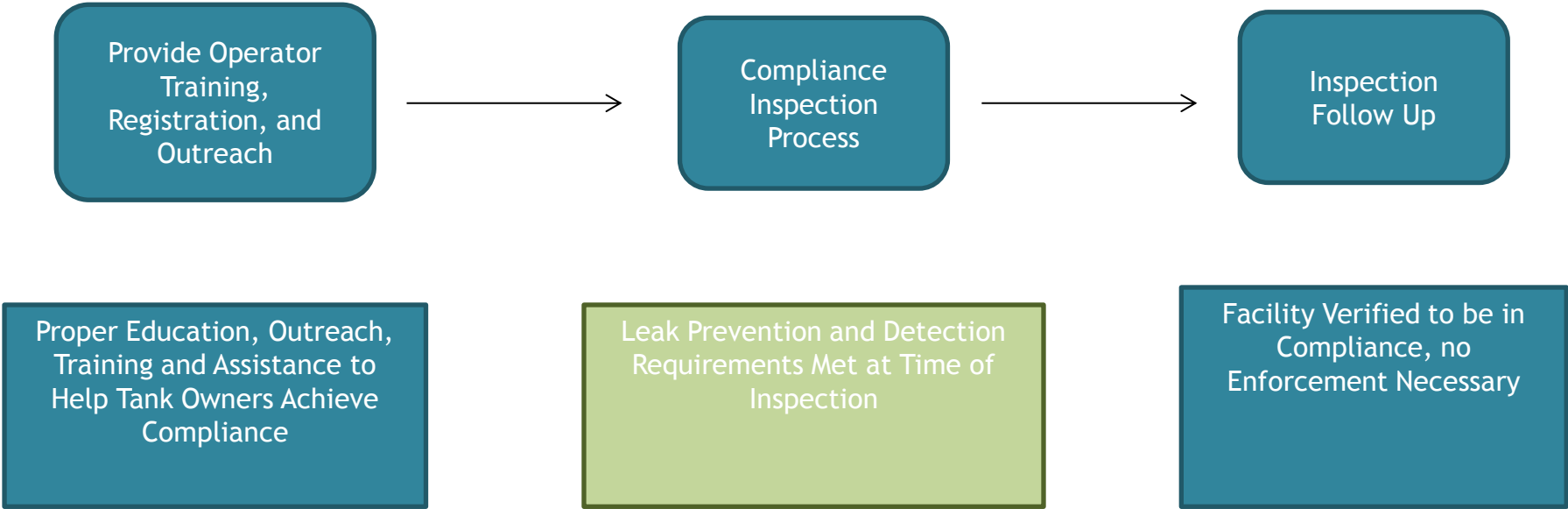
UST Facility Compliance Throughput Operating Strategy

Goal: Increase the percentage of UST Facilities in Compliance with SOC at the time of inspection.

Quality: Measure % of Facilities in SOC Compliance (rolling year).

Throughput: All UST Facilities (snapshot at end of quarter).

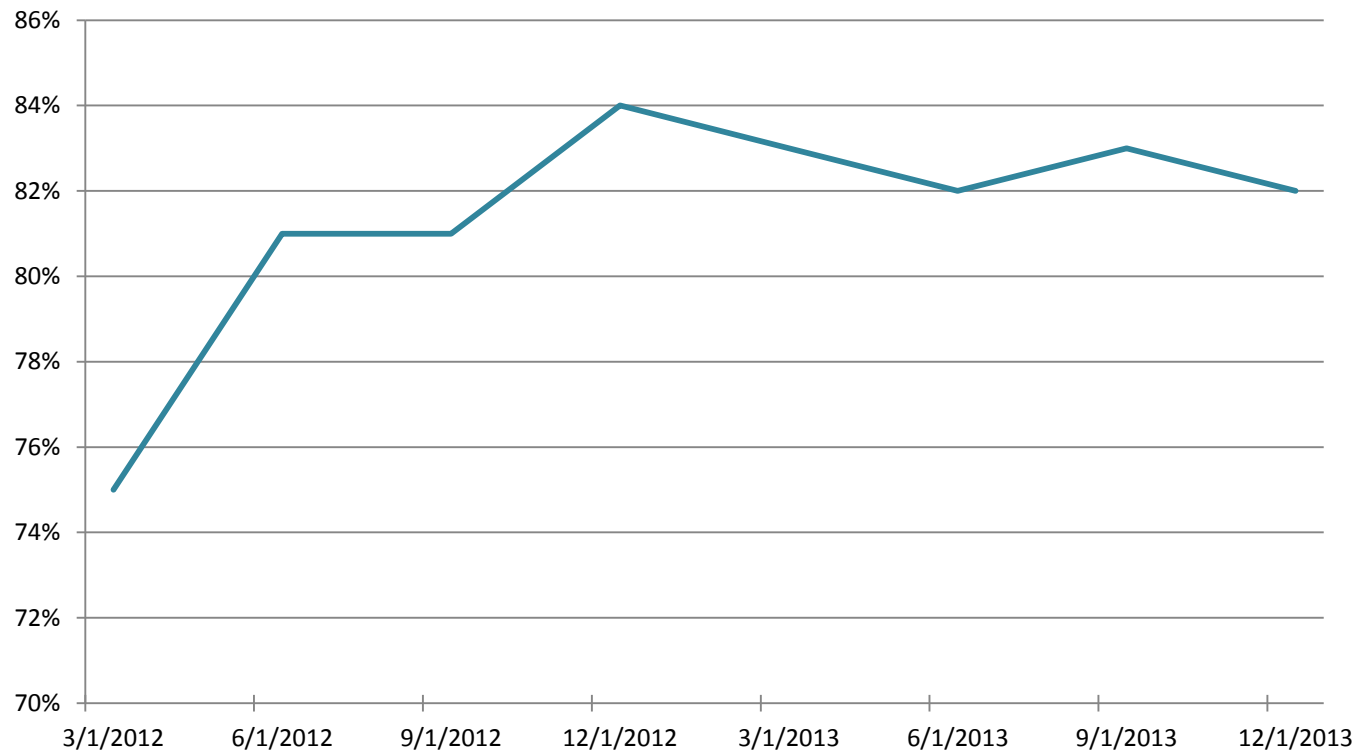
OE: Total budget spent from 4401, 4370, 4325, and 4360 (UST Staff).



Results Through 2013

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12-Month Compliance Rate



What if We Lift the Rug? (Watch the Bugs Scatter)

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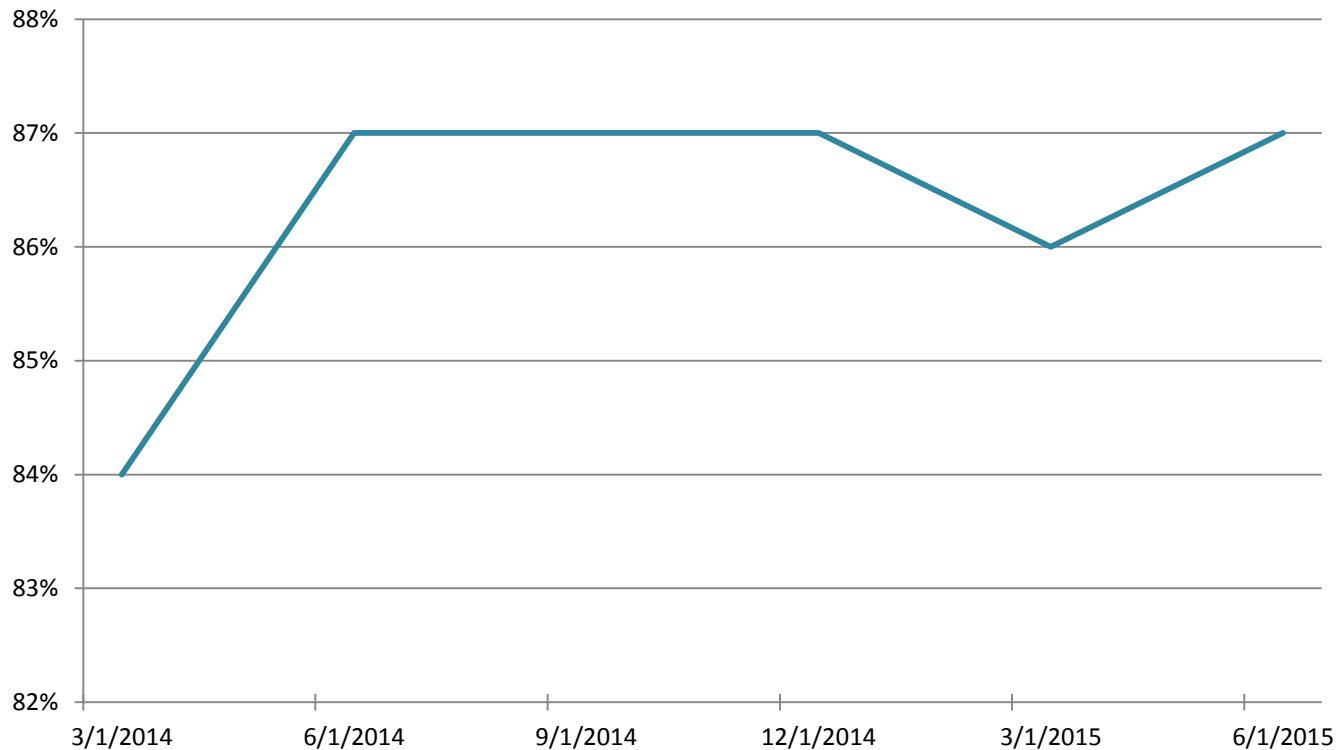
- Evaluate available data
 - Identify common violations
 - Evaluate reasons for violations
 - Develop outreach to address
- Implemented reminder letter in January 2014



Current Results

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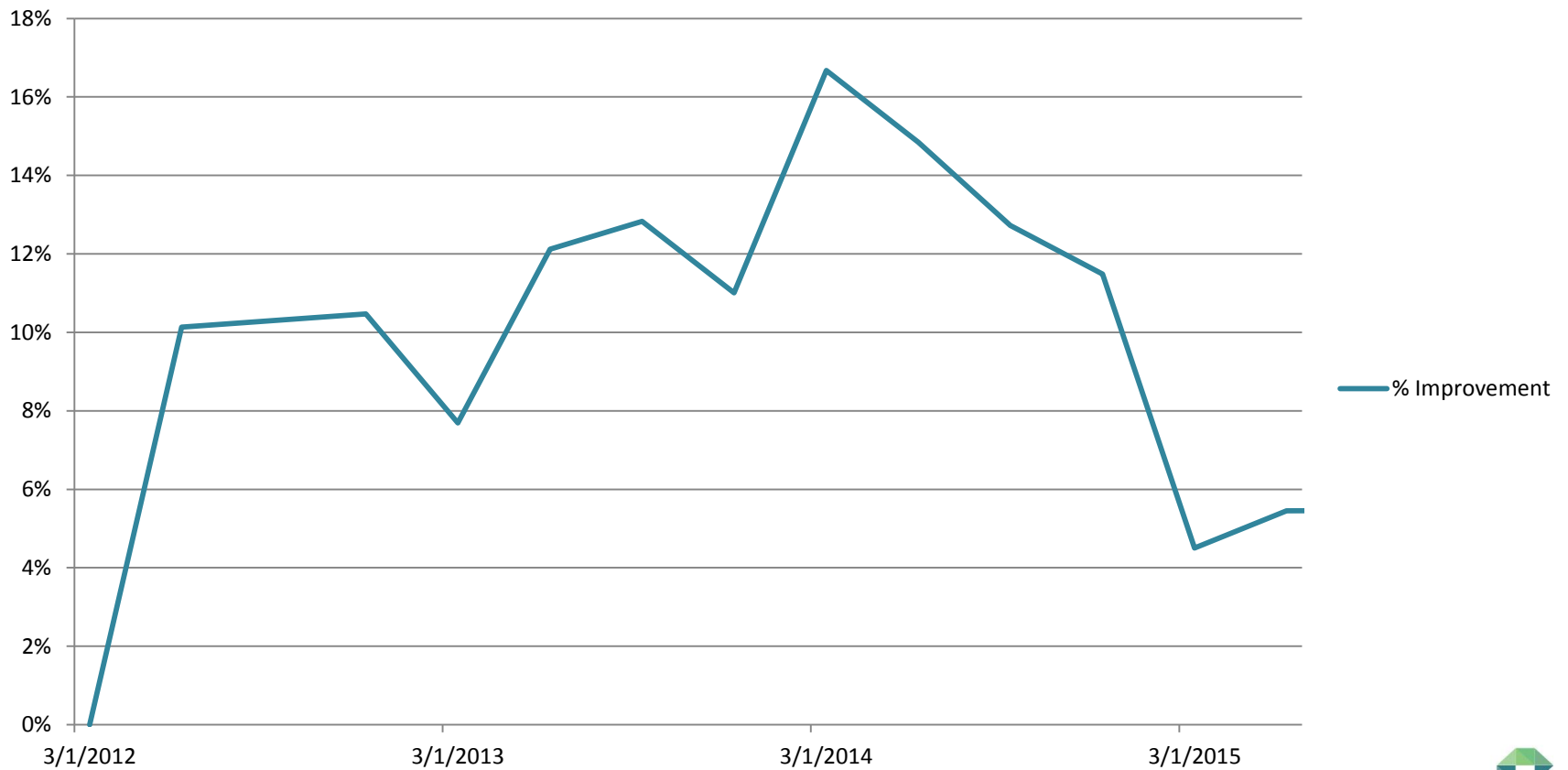
12-Month Compliance Rate



QT/OE

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% Improvement



Takeaways

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- Improvements initiated outside of SUCCESS can be adapted and implemented within the SUCCESS Framework
- If the classic understanding of SUCCESS measures doesn't apply, be creative
- Always ask “What next?”
- Dealing with changing metrics

Voluntary Cleanup Program Project

Utah Barrel and Scrap VCP

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ArtSpace received a Certificate of Completion and constructed a mixed use facility. Approximately 35 permanent jobs were created.



Former Simpson Steel VCP

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Cleanup of the former Simpson Steel site in Murray is helping revitalize the northern portion of this community.



Branch Challenges

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- Structural
 - Many systems within the Branch
 - Systems have small budgets
 - Projects driven by external pressures
 - Data collection and tracking
- Perceptual
 - We don't make widgets!
 - Our systems don't fit the model well

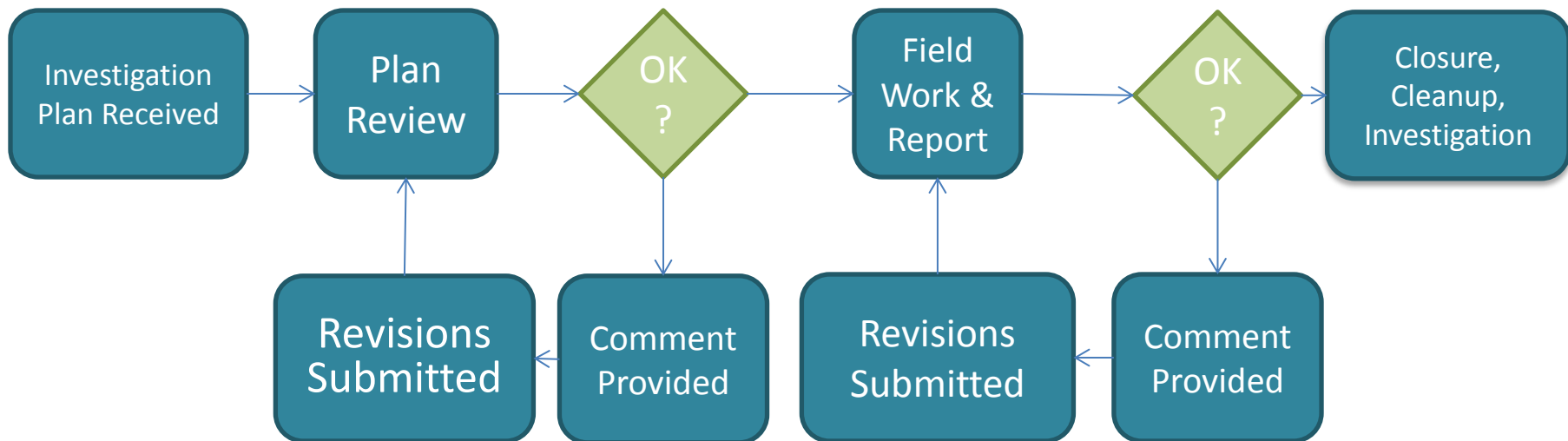
A Focused Approach

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- Map process common to multiple systems
- Evaluate pinch points and blue lights
- Determine meaningful measures
- Evaluate T, Q, and OE
 - Throughput issues

Site Investigation Process

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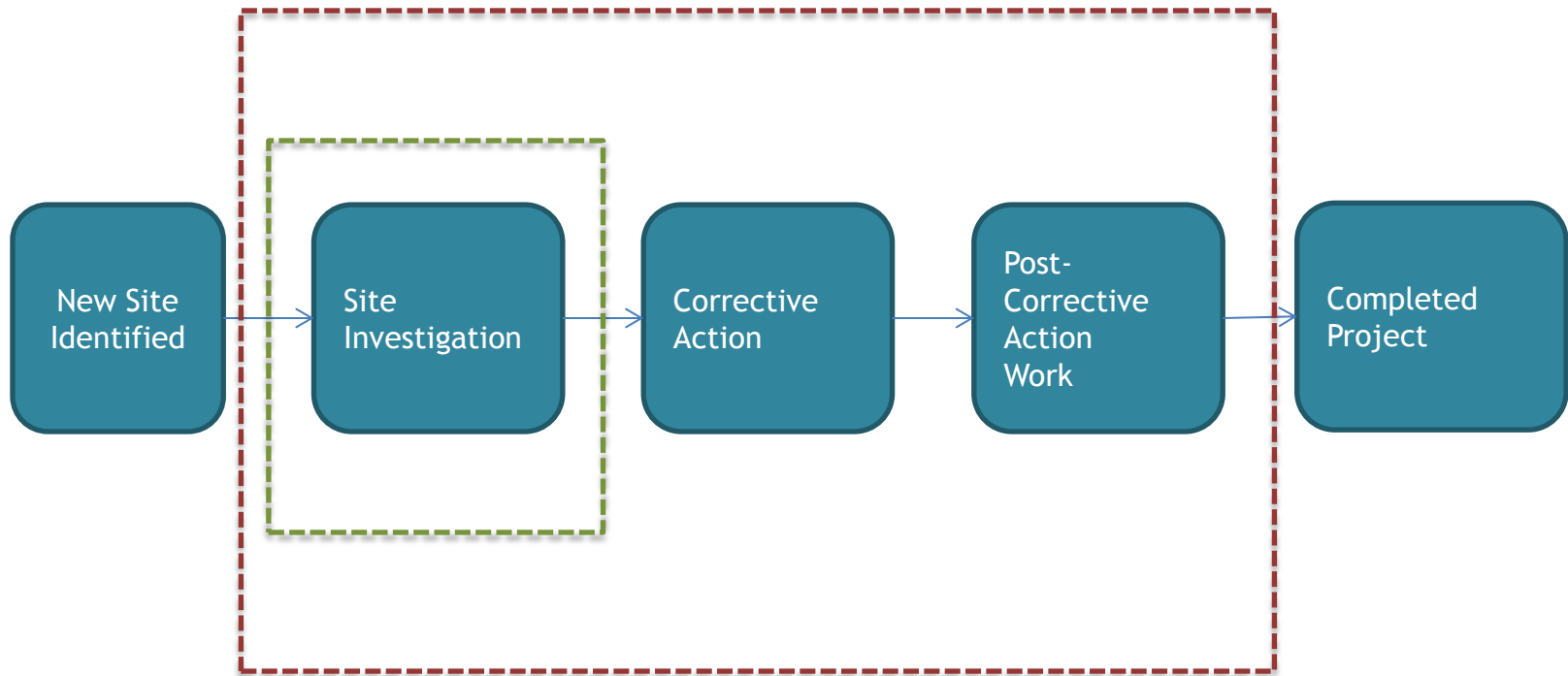
Result of Narrow Focus

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- Looked at numbers for VCP
- Quality easy to define
 - Needs of participants
 - Short, predictable review times
- OE resolution difficult
- Low Throughput

Expanding the Focus (Draw a Bigger Box)

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Realities of the System

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- Classic model would point to completed projects as measure
- System complexities
 - Technical
 - Legal
 - Stakeholder priorities
- Low Throughput numbers don't reflect true efforts

Addressing the Throughput

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- “Classic” consideration for T resulted in 3-5 throughputs annually
- GOMB input
- Defining the repeated process and associated deliverables
 - Staff involvement
- Identifying meaningful Throughput
 - Desk top deliverables
 - Site visits

Defining Quality

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- What do applicants care about?
 - Quick response
 - Certainty
- Capturing quality
 - Setting time goals
 - Accounting for quality field work
 - Staff input
- Weighting the quality measures

The Formula

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$$\frac{QT}{OE} = \frac{(w_d Q_d + w_f Q_f) \times T}{OE}$$

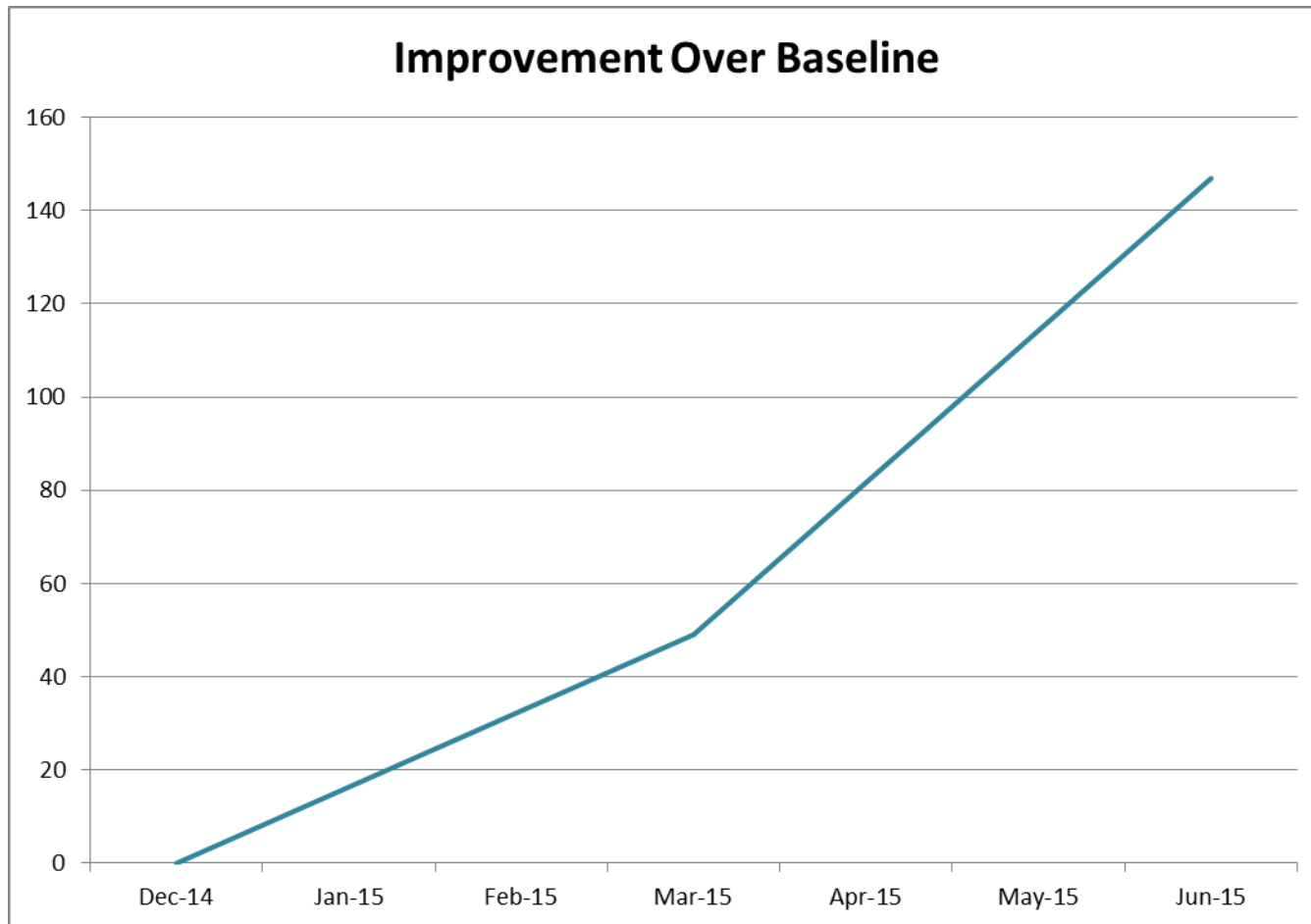
Getting Approval

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- OE very straightforward
- Involved GOMB early and throughout the process
- Clear process
- Justified measures
- Site visit

Preliminary Results

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Next Steps

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- Project
 - Tracking
 - Evaluation
 - Adjustments
- Program
 - Evaluate other systems
 - Incorporate lessons learned

Takeaways

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- Systems can be adapted to SUCCESS when they aren't "typical"
- Sometimes, you need to **LOOK** *inside the box* to **THINK** *outside the box*
- Data collection can be difficult up front
- GOMB input throughout the process is critical
 - Hands on experience provides perspective
 - Experience with other atypical systems